











Commonwealth of Virginia
Balanced Scorecard Project Evaluation
for the
Virginia Commonwealth University
Administrative Systems Replacement

Criteria	Score	Comment
<u>Stakeholder Perspective</u>		
1. To what degree does the proposed investment result in significant tangible and intangible benefits for stakeholders?		Significant tangible and intangible benefits are identified and substantiated. Savings from cost avoidance over a ten-year period is estimated to be \$8.76 million. Additional savings from business process efficiencies of \$2.85 million and procurement savings of \$5.5 million over a ten-year period are also identified. Total tangible benefits equal \$17.11 million over a ten-year period. The ten-year life of the asset is justified by inclusion of scheduled upgrades in the project costs. Intangible benefits were quantified at \$14.4 million based on assigning \$40 per constituent per year for ten years. The \$40 represents the benefit realized by the faculty, staff, and students of diverting time spent interfacing with the current administrative systems to their own value-add activities.
2. To what degree does the proposed investment target stakeholders that have been chronically underserved by information technology investments?		The modernization of the VCU administrative information systems and computing platform is expected to enhance service delivery to faculty, students, and staff in the following areas: <ul style="list-style-type: none"> • Utilize modern technology architectures and native Internet access to provide self-service access and business process support • Support workflow methodology and enable seamless electronic communication to constituents via an internet portal and/or electronic mail






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3. To what degree does the proposed investment increase public protection, health, education, environment, or safety?		The proposed solution will utilize modern technology architectures and native internet access to provide self-service access and business process support to faculty, students, and staff. The solution will allow for interoperability with external systems intended to enhance University operations, including e-Learning and Course Management tools.
4. To what degree does the proposed investment anticipate improvements to internal and external customer service delivery (e.g., faster response, greater access to information, elimination or reduction in client complaints)?		The proposed solution will provide self-service access and business process support to faculty, students, and staff. The solution will support improved workflow for major administrative and academic areas, increase efficiency through integration of major functions within the University, and provide internet-based portal access to university services for VCU constituents. The solution will allow for interoperability with external systems intended to enhance University operations, including e-Learning and Course Management tools.
5. To what degree does the proposed investment increase citizen access to government services?		The proposed solution will provide self-service access and business process support to faculty, students, and staff. The solution will allow for interoperability with external systems intended to enhance University operations, including e-Learning and Course Management tools, as well as, a web-based job application system.
<u>Business Process Perspective</u>		
6. To what degree does the proposed investment result in information sharing between organizational units throughout the proponent agency?		The proposed solution will replace the VCU financial, human resource, and student information systems with an integrated Enterprise Resource Planning (ERP) system which will facilitate



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		information sharing between organization units directly using the ERP system and provide enhanced interoperability with other University operating systems and external systems such as eVA, e-Learning and Course Management, web-based instruction systems, and a web-based job application system.
7. To what degree does the proposed investment anticipate greater flexibility in agency responses to stakeholder requests, reduction, or elimination of paperwork or manual tasks?		The proposed solution will replace VCU's financial, human resource, and student information systems with an integrated Enterprise Resource Planning (ERP) system. The enhanced access to information will improve the University's ability to respond to stakeholder requests. Also, the integrated database will eliminate redundant processing and paperwork. The self-service components of the proposed solution will eliminate both paperwork and manual tasks.
8. To what degree does the proposed investment anticipate improved use of resources, improved turn-around time, or expanded capacity of key processes?		<p>The following anticipated improvements are documented and substantiated in the Cost Benefit Analysis (\$ estimates are based on a 10 year asset life):</p> <ul style="list-style-type: none"> • \$5.5 million in procurement savings through improved usage of the eVA system • \$2.85 million in savings from process efficiencies <p>The new system will allow reallocation of resources from infrastructure support to user and application support. Improvements in business process efficiency will allow resources to be re-deployed to meet value-added customer support activities. The project will significantly improve business processes through automated workflow tools and expand customer access to services through integrated Web user interfaces.</p>






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9. To what degree does the proposed investment support legal or regulatory requirements?		Through the Virginia SCT Users Group, VCU is currently exploring the potential to contract selected interface coding and maintenance to SCT to reduce costs of statewide reporting to the State Council of Higher Education in Virginia (SCHEV). The proposed system will also support federal financial aid and federal direct lending reporting.
10. To what degree does the proposed investment synchronize with mission needs, agency critical issues, and core business activities?		The proposed investment is highly synchronized with the mission and core business activities of VCU and addresses two critical issues identified in the VCU IT Strategic Plan.
11. To what degree does the proponent agency possess demonstrated readiness and capacity to succeed with information technology investments of this magnitude and scope?		VCU has not initiated a Major IT Project since the Commonwealth Major IT Project Status Report Dashboard was implemented in June, 2004, and, therefore, has no Dashboard history. To substantiate demonstrated readiness and capacity, VCU submitted a Y2K readiness report which documented the efforts of the VCU Century Date Change Initiative (CDCI), which was an \$8 million project. The report issued June 30, 1999 highlights the efforts of the initiative and certifies Y2K compliance and completion of due diligence requirements established by the Commonwealth CDCI office. In addition to this report, the project documents and reported project organization structure indicate a high degree of readiness to undertake a major technology initiative.
<u>Project Management Perspective</u>		
12. To what degree does the proposed investment present a sound business case?		The costs identified in the Cost/Benefit Analysis (CBA) Summary are reasonable based on the following factors: <ul style="list-style-type: none"> • VCU is purchasing the software and implementation services

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		<p>from an existing state contract.</p> <ul style="list-style-type: none"> • The vendor, SCT, has proven implementation techniques for their product, experience converting data from existing SCT Finance and Student systems, and knowledge of Commonwealth policies and procedures as a result of numerous SCT Banner implementations at Virginia universities. <p>The CBA identifies and substantiates \$17,110,000 in tangible benefits and indicates a positive return on investment in both real and nominal terms.</p>
<p>13. To what degree does the project proposal or charter adequately establish project scope, cost, and schedule baselines?</p>		<p>Scope, cost, and schedule baselines are adequately defined. The subsystems VCU plans to implement are clearly defined in the project charter. The following two factors add validity to the cost and schedule estimates provided in the project proposal and charter:</p> <ul style="list-style-type: none"> • VCU is purchasing the software and implementation services from an existing state contract. • The vendor, SCT, has proven implementation techniques for their product, experience converting data from existing SCT Finance and Student systems, and knowledge of Commonwealth policies and procedures as a result of numerous SCT Banner implementations at Virginia universities.
<p>14. To what degree does the proposed investment have executive-level sponsorship, including the appropriate cabinet secretary?</p>		<p>The project has executive-level sponsorship from the Senior Vice-President for Finance and Administration who serves as the project sponsor. The project was recommended for development approval by the Education Secretariat</p>

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		Oversight Committee on April 20, 2004.
15. To what degree does the project charter define an effective project management organization?		The appointed project manager has not completed the Commonwealth Project Manager Qualification requirements. The project manager is scheduled to complete testing and qualification on May 4, 2004. Business stakeholders and areas are well represented on the project. Leads for the Finance and Human Resources teams are named. Other areas are identified in the project organization but team leads are not named at this time. (This is expected as the implementation of these modules will not start until January, 2006.) Agency Internal Oversight will be provided by a steering committee composed of senior administrative officers in business and technology units.
16. To what degree is adequate and sustained funding insured for the duration of the proposed investment?		Project funding is included in the University budget for the project. However, until the FY05-06 budget is finalized by the General Assembly, the funding is not assured.
<u>Financial and Economic Perspective</u>		
17. To what degree will the proposed investment result in a positive return on investment?		The CBA Summary documents a positive return on investment in both real and nominal terms.
18. To what degree does the proposed investment target business areas that have been chronically underserved in the past by the lack of investments in information technology?		VCU's major administrative systems (finance, student, and human resources) currently run on obsolete technology and do not provide the functionality the University needs to be competitive. The existing systems will be replaced by an integrated ERP suite of applications which is expected to enhance service delivery to faculty, students, and staff.

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19. To what degree does the proposed investment leverage funding from the federal government or from the private sector?	Y	There is no use of Federal or private funds for this project.
20. To what degree does the proposed investment lead to increased economic development within the state?	Y	Increased economic development is not addressed in the proposal.
<u>Enterprise (Commonwealth) Portfolio Perspective</u>	G	
21. To what degree does the proposed investment move the Commonwealth toward an enterprise business model with business partners and stakeholders?	G	In June 2002, ten education institutions formed the Virginia SCT Users Group and signed a joint contract with SCT (software and services vendor) to provide software and professional services at reduced costs. Collaboration during SCT Banner implementation projects and for subsequent supporting operations is being actively reviewed by the Virginia Higher Education CIO Council.
22. To what degree does the proposed investment serve multiple agencies through functional and process integration and improved data sharing?	G	Planned collaboration opportunities for institutions implementing SCT Banner include: joint training sessions, inter-institutional consulting, and access to development systems for initial production familiarization and training. Moreover, VCU is positioned to provide Oracle DBA support to other State universities in a cost-sharing arrangement that can result in lower costs for all participants.
23. To what degree does the proposed investment support the enterprise goals of consolidation of infrastructure, security, and administrative systems?	G	While institutions of higher education are out-of-scope for the VITA infrastructure consolidation, members of the Virginia Higher Education CIO Council are actively reviewing operational collaboration. Implementation of common

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		application software greatly enhances institutions collaboration opportunities. (See #21 and #22 above.)
24. To what degree does the proposed investment help balance the amount of aggregated risk in the Commonwealth portfolio?	NA	Aggregated risk targets for the portfolio have not been established by the ITIB.
25. To what degree does the proposed investment support the Commonwealth Enterprise Architecture?	G	Review of the project documentation indicates compliance with the Commonwealth Enterprise Architecture. A copy of the EA review is filed with the project documentation and will be forwarded to VCU.
26. To what degree does the proposed investment maintain the desired portfolio balance between long-and-short term information technology investments?	NA	The target mix of long- and short-term investments within the portfolio has not been established by the ITIB.